

## COUNTY MUSEUM

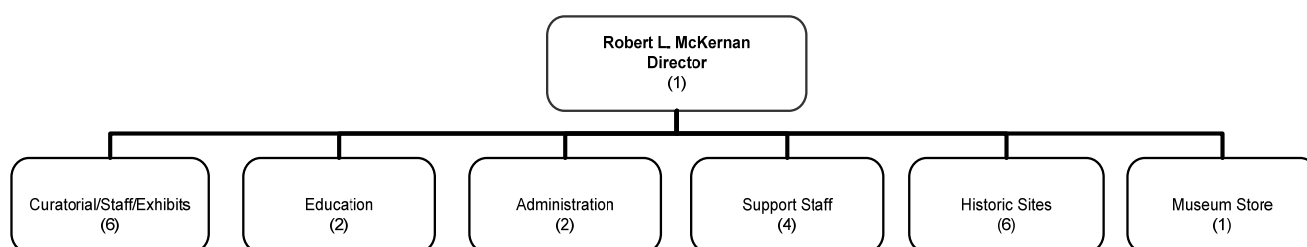
### Robert L. McKernan

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Museum maintains and develops unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- In September 2012, the Board of Supervisors adopted an agreement with the Orange County Flood Control District to convey rights for the Prado Dam project and protection and preservation of the Yorba Slaughter Families' Adobe Museum. The flood protection will safeguard the County Historic site from future flooding.
- The Board of Supervisors provided discretionary funding to enhance the County Historic Sites: The Fifth District Supervisor provided funding (\$45,000) for the restoration of headstones at the Agua Mansa Pioneer Cemetery; the Fourth District Supervisor provided funding (\$22,000) for greater interpretation of the Winery Building at the Yorba & Slaughter Families Adobe; the Second District Supervisor provided funding (\$21,000) at the John Rains House to enrich public use of the historic site.
- In March 2013 the Board of Supervisors approved a significant partnership with the Redlands Service Club Council and Redlands Stake of the Church of Jesus Christ of Latter Day Saints to provide professional volunteer support and materials to repair and refurbishment of deferred maintenance issues on April 27, 2013 at the Asistenica Historic Site in Redlands as a part of the Heritage Park, Redlands development.
- The Museum is identified by the Southern California Earthquake Center as a California "Epicenter," the Museum provides public outreach and education to the public and hosts The Great California ShakeOut event annually, where more than 1000 students, visitors, and public, private and nonprofit entities attend the Museum for earthquake preparedness and science education programming.



## COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES

### COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER

- Objective(s):**
- *Live within our means, fully funding basic operating systems, liabilities and reserves, while forming capital to strategically invest in the future.*

- Department Strategy:**
- *Improve Museum operations by working with the Museum Association, and community for greater funding sustainability.*
  - *Develop partnerships with key regional corporations to secure funding and programmatic sponsorships.*
  - *Secure funding from California Seismic Safety Commission for construction of Hall of Geological Wonders earthquake exhibition.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Secure annual funding support from Museum Association.	N/A	N/A	N/A	\$50,000
Secure three annual sponsorships from regional corporations (total support).	N/A	N/A	N/A	\$90,000

### COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS

- Objective(s):**
- *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

- Department Strategy:**
- *Museum Outreach – Great ShakeOut earthquake drills to educate people in homes, schools, and organizations to improve preparedness and practice how to be safe.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Entities participating in annual ShakeOut event at County Museum (# of entities participating).	20	N/A	31	33

### COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER GOVERNMENTAL AGENCIES

- Objective(s):**
- *Work with all Federal and State agencies owning land in the County, to maximize the benefit to the County.*

- Department Strategy:**
- *Continue to partner with U.S. Department of Interior and U.S. Department of Agriculture regarding depositing artifacts from federal lands using the Fee Ordinance.*
  - *Continue to partner with California Energy Commission regarding depositing artifacts and specimens from energy projects using the Fee Ordinance.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Utilize federal/state partnerships to increase artifact/specimen collection revenue for the Museum (revenue amount).	\$404,934	N/A	\$104,400	\$20,000



**SUMMARY OF BUDGET UNITS**

2013-14						
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>General Fund</u></b>						
County Museum	3,091,973	975,006	2,116,967			21
Total General Fund	3,091,973	975,006	2,116,967			21
<b><u>Enterprise Fund</u></b>						
Museum Store	67,174	55,000			(12,174)	1
Total Enterprise Fund	67,174	55,000			(12,174)	1
<b>Total - All Funds</b>	3,159,147	1,030,006	2,116,967		(12,174)	22

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	3,114,911	3,117,899	3,450,743	3,616,782	3,091,973
Museum Store	103,849	71,214	68,355	79,407	67,174
<b>Total</b>	<b>3,218,760</b>	<b>3,189,113</b>	<b>3,519,098</b>	<b>3,696,189</b>	<b>3,159,147</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,539,021	1,615,981	1,590,195	1,740,766	975,006
Museum Store	100,000	70,366	67,000	60,000	55,000
<b>Total</b>	<b>1,639,021</b>	<b>1,686,347</b>	<b>1,657,195</b>	<b>1,800,766</b>	<b>1,030,006</b>

**5-YEAR NET COUNTY COST TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
County Museum	1,575,890	1,501,918	1,860,548	1,876,016	2,116,967
<b>Total</b>	<b>1,575,890</b>	<b>1,501,918</b>	<b>1,860,548</b>	<b>1,876,016</b>	<b>2,116,967</b>

**5-YEAR NET BUDGET TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Museum Store	(3,849)	(848)	(1,355)	(19,407)	(12,174)
<b>Total</b>	<b>(3,849)</b>	<b>(848)</b>	<b>(1,355)</b>	<b>(19,407)</b>	<b>(12,174)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## County Museum

### DESCRIPTION OF MAJOR SERVICES

The County Museum ranks among the top accredited regional museums in California and provides enhanced “Quality of Life” for County and regional residents. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions enhance public learning through educational services for families, general public, school groups, educators, and scholars at the main Museum facility, historic sites and Victor Valley Museum. The County Museum specifically enriches “Quality of Life” to County residents through cultural and natural science educational programs and activities for the public at its facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Outpost of the Mission San Gabriel in Redlands, Yorba-Slaughter Families Adobe in Chino, Yucaipa Adobe in Yucaipa, and the Victor Valley Museum in Apple Valley. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region.

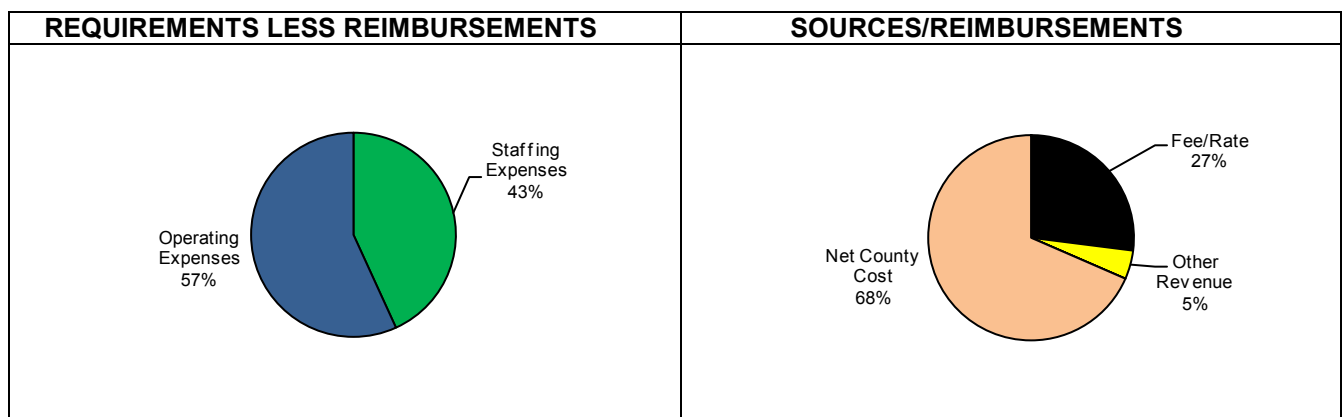
#### Budget at a Glance

Total Requirements	\$3,091,973
Total Sources	\$975,006
Net County Cost	\$2,116,967
Total Staff	21
Funded by Net County Cost	68%

Museum programs incorporate State Educational Standards (including school programs, research symposiums, museum internships, special events, and guest lecture series) to promote non-formal education learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 3.0 million permanent and loaned collections are preserved for the benefit of the public and the scientific community. The County Museum has been accredited by the American Association of Museums since February 23, 1973. In 2002, the Museum received its reaccreditation that will continue through 2015.

Furthermore, all Divisions have active discipline related research programs that contribute directly to regional community benefit by enhancing museum exhibit content through primary information acquired through research activities. The Museum is a recognized regional federal and state repository for cultural and natural objects, artifacts and specimens that are deposited in public trust for a fee from federal and state regional lands. The Museum provides best curatorial practices and preservation for these materials, and utilizes these antiquities for education, exhibits, and research. In addition, the Anthropology/Archeological Information Center provides archeological land use information for the public and private sector for a fee as outlined in the County Fee Ordinance. The Biological Sciences and the Geological Science divisions conduct scientific field research and studies for public and private agencies which provides a revenue source for the Museum. This field research results in valuable intellectual resources and also collections which are accessioned into the museum collections then curated and exhibited for public education at the main facility and historic sites.

### 2013-14 RECOMMENDED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Modified	2013-14 Recommended					
Regular	22	22	22	15					
Limited Term	8	8	8	6					
Total	30	30	30	21					
Staffing Expenses	\$1,829,837	\$1,765,067	\$1,765,067	\$1,335,302					

**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

GROUP: Operations and Community Services  
DEPARTMENT: County Museum  
FUND: General

BUDGET UNIT: AAA CCM  
FUNCTION: Recreation and Cultural Services  
ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,502,258	2,312,848	1,829,324	1,682,772	1,765,067	1,335,302	(429,765)
Operating Expenses	616,253	955,311	1,688,820	1,618,671	1,851,715	1,756,671	(95,044)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	3,118,511	3,268,159	3,518,144	3,301,443	3,616,782	3,091,973	(524,809)
Reimbursements	(3,600)	(150,261)	(69,675)	(141,900)	0	0	0
Total Appropriation	3,114,911	3,117,898	3,448,469	3,159,543	3,616,782	3,091,973	(524,809)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	3,114,911	3,117,898	3,448,469	3,159,543	3,616,782	3,091,973	(524,809)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	402,613	822,589	86,137	31,090	24,250	4,250	(20,000)
Fee/Rate	800,622	413,179	744,603	754,408	1,437,935	830,696	(607,239)
Other Revenue	230,178	380,188	759,078	459,169	266,605	140,060	(126,545)
Total Revenue	1,433,413	1,615,956	1,589,818	1,244,667	1,728,790	975,006	(753,784)
Operating Transfers In	105,606	0	0	0	11,976	0	(11,976)
Total Sources	1,539,019	1,615,956	1,589,818	1,244,667	1,740,766	975,006	(765,760)
Net County Cost	1,575,892	1,501,942	1,858,651	1,914,876	1,876,016	2,116,967	240,951
Budgeted Staffing					30	21	(9)

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET**

Staffing expenses of \$1.3 million fund 21 budgeted positions that provide program services and oversight for the main Museum facility and seven historic sites. Operating expenses of \$1.8 million primarily includes services and supplies expenses of \$450,112 for educational programming, exhibits, and advertising of Museum activities/programs; COWCAP charges of \$689,140; central services charges of \$428,775 for Facilities Management and Information Services Department (ISD) charges; and transfers of \$128,644 primarily related to the Museum's off-site storage. Sources of \$975,006 are derived from admission fees, educational services revenues, professional archeological/paleontological service revenues, and facility rental revenues.



## BUDGET CHANGES AND OPERATIONAL IMPACT

The 2013-14 budget reflects major reductions in the categories of requirements and sources that are being driven by a revenue downturn, and budgeted staffing has been decreased with the deletion of 9 positions. Sources have been reduced by \$765,760, requirements have been reduced by \$524,809, and net county cost has been increased by \$240,951 (\$200,000 is a one-time increase only for 2013-14) as a measure to buy time for the Department to develop a sustainable revenue base.

Previous budgets included a mix of a smaller amount of ongoing revenue sources (primarily admission fees and development related service fees) and a larger amount of one-time sources (primarily federal and state) that partially subsidized ongoing costs. The 2012-13 budget was developed on that basis as well, but the one-time revenue sources are not being fully recognized in the current fiscal year. Historically many of these one-time sources have been renewed or were replaced with other one-time sources; however, these one-time sources are becoming more difficult to secure at the present time and are forecast to remain lean in the near future. In response to this revenue downturn, the 2013-14 budget was developed conservatively with a minimal reliance on one-time sources. This is a step toward creating a more sustainable revenue base, and when this lower level of budgeted sources is combined with net county cost, it funds a much lower level of ongoing costs. To achieve a lower level of ongoing costs, 9 positions were deleted, and these deletions will result in service delivery impacts.

The 2013-14 staffing level reductions will create significant service level reductions in the areas of educational programs, the live animal exploration station at the Redlands main facility, educational K-12 outreach programs, Museums on the Roads programs, Geological Sciences, and weekend programming. Reductions to the Museum Visitor Services/Security function will result in no dedicated in-house security personnel available during daytime Museum hours of operation, or during evening hours where the facility is typically used by affiliate groups and for community fund raising events.

The Department will work with other government agencies to explore opportunities to transfer the ownership/operation of the Victor Valley Museum to another entity. The remaining six historic sites will be open and will operate on their customary schedule.

The Department recognizes the challenge of providing museum services with fewer resources, but remains committed to managing within these means and continuing to work with the County Administrative Office to collectively explore service-related solutions and more sustainable revenue sources that can be used to restore programs, services, and staffing.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.3 million fund 21 budgeted positions of which 15 are regular positions and 6 are limited term positions.

Staffing changes are comprised of a decrease of 9 budgeted positions (6 – filled; 3 – vacant). These deletions are 2 Museum Education Specialist positions (1 – filled; 1 – vacant), 2 General Services Worker II positions (2 – filled), 1 Secretary I position (filled), 1 Security Technician II position (filled), 1 Museum Excavation Technician (filled), 1 Contract Excavation Technician (vacant), and 1 Contract Paleo Project Facilitator (vacant).



**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	3	0	3	3	0	0	3
Curatorial/Exhibits Staff	6	0	6	6	0	0	6
Education	2	0	2	2	0	0	2
Support Staff	4	0	4	4	0	0	4
Historic Sites	0	6	6	6	0	0	6
Total	15	6	21	21	0	0	21

Administration	Curatorial/Exhibit	Education
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Director	1 Senior Curator	1 Museum Curator
1 Accounting Technician	3 Museum Curator	1 Museum Educator
1 Fiscal Assistant	1 Associate Curator	2 Total
3 Total	1 Museum Excavation Technician	
	6 Total	
Support Staff	Historic Sites	
<u>Classification</u>	<u>Classification</u>	
1 Registrar (GSWII)	6 Contract Site Manager	
1 Museum Preparator	6 Total	
1 Media Specialist		
1 General Maintenance Worker		
4 Total		



## Museum Store

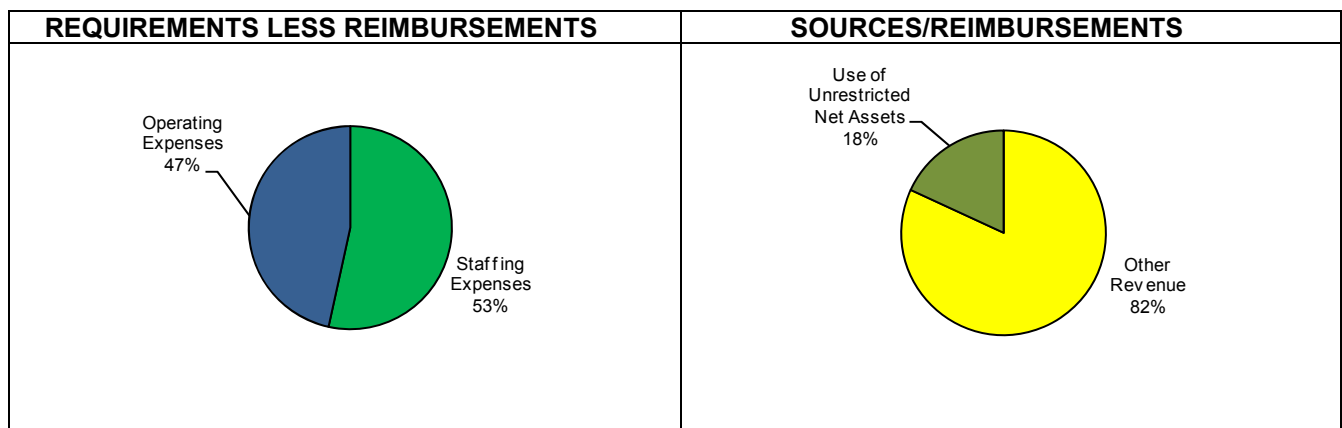
### DESCRIPTION OF MAJOR SERVICES

The Museum Store operates as an enterprise fund under the management of the San Bernardino County Museum. The Store is considered a critical part of the K through 12 visitor experience and provides many museum related items for sale including books and publications, educational toys, thematic novelty items for exhibitions, jewelry, minerals, and souvenirs. The Museum Store provides important information to patrons regarding current exhibitions in the Museum and enhances lifelong learning for families and adult audiences. The Garden Café offers snack products, pastries, bottled beverages, and food items for events to enhance the visitor experience.

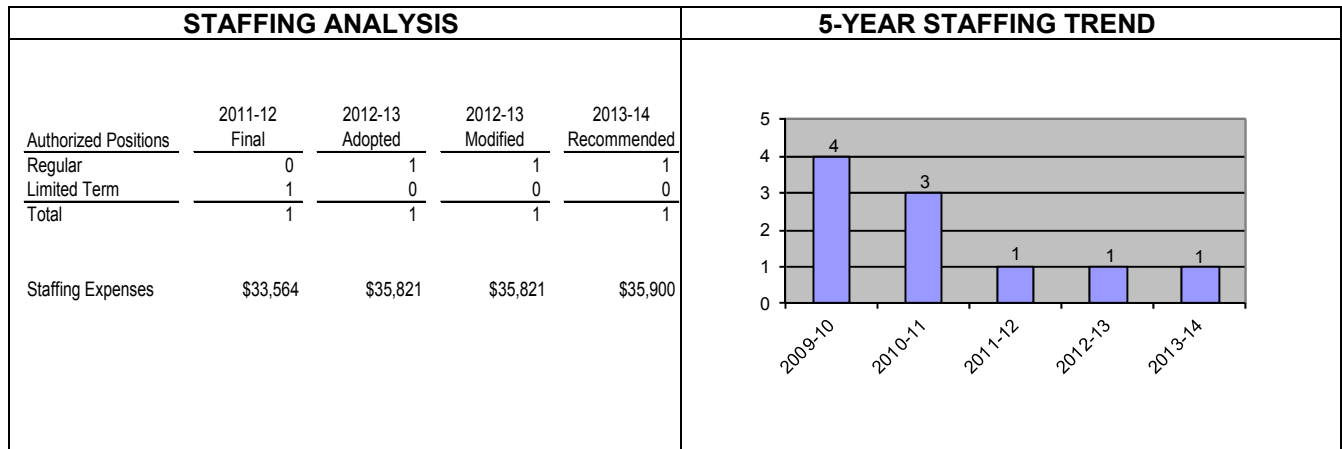
#### Budget at a Glance

Total Requirements	\$67,174
Total Sources	\$55,000
Net Budget	(\$12,174)
Estimated Unrestricted Net Assets	\$45,139
Use of Unrestricted Net Assets	\$12,174
Total Staff	1

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING





**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

GROUP: Operations and Community Services  
 DEPARTMENT: County Museum  
 FUND: Museum Store

BUDGET UNIT: EMM CCR  
 FUNCTION: Recreation and Cultural Services  
 ACTIVITY: Culture

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	50,191	35,923	33,537	13,875	35,821	35,900	79
Operating Expenses	26,806	21,788	127	37,096	43,586	31,274	(12,312)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	76,997	57,711	33,664	50,971	79,407	67,174	(12,233)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	76,997	57,711	33,664	50,971	79,407	67,174	(12,233)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	76,997	57,711	33,664	50,971	79,407	67,174	(12,233)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	72,041	70,366	66,566	48,630	60,000	55,000	(5,000)
Total Revenue	72,041	70,366	66,566	48,630	60,000	55,000	(5,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	72,041	70,366	66,566	48,630	60,000	55,000	(5,000)
Net Budget	(4,956)	12,655	32,902	(2,341)	(19,407)	(12,174)	7,233
Budgeted Staffing					1	1	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET**

Staffing expenses of \$35,900 funds 1 position that operates the Museum Store. Operating expenses of \$31,274 are specific to purchases for resale (inventory). Sources of \$55,000 are generated from novelty items/souvenirs product sales, books and publications.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$12,233 due to reduced inventory costs as a result of locating cost effective vendors and controlling inventory. Sources are decreasing by \$5,000 to reflect a realistic level of anticipated sales of museum novelty items/souvenirs. The Department plans to explore outsourcing opportunities for the Museum Store program, as it has become increasingly difficult for staff to operate it in a profitable manner.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$35,900 fund 1 budgeted regular position.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Museum Store	1	0	1	0	1	0	1
Total	1	0	1	0	1	0	1

<b>Museum Store</b>	
<u>Classification</u>	
1 General Service Worker II	
1 Total	

